

Syllabus
of the educational component of the EQ
(conventional designation of EC in the educational program (EP))
(at the choice of applicants for education)

Theory of organizations

The name of discipline:	Theory of organizations
The level of higher education:	The first (bachelor's)
The course page in Moodle:	https://dl2022.khadi-kh.com/course/view.php?id=2965
The volume of the educational component	4 credits (120 hours)
The form of final control	Offset
Consultations:	On schedule
Name of the department:	Department of management
Language of instruction:	Ukrainian, English (if available)
The course leader:	Kudriavtseva Oksana Volodymyrivna, PhD in Economics, Associate Professor
Contact phone number:	0507605635
E-mail:	Kseniakydr@ukr.net

Brief summary of the educational component:

The aim is to form a modern worldview based on a systematic approach to the creation, functioning and evolution of organizations.

Subject: general, partial and specific laws, trends operating in organizational systems, the mechanism of their use by various management entities, as well as basic methods, categories that reveal the nature of organizational activity.

The main objectives of the discipline are:

- providing students with knowledge of the theory and practice of functioning of organizations in the changing conditions of the modern market socio-economic environment, the regulation of processes that occur in them in conjunction with the external environment, etc;
- study of basic organizational theories;
- study of theoretical and methodological principles of creation and functioning of organizations;
- mastering the basic methodological approaches to the analysis of the internal and external environment of organizations;
- acquisition of skills in building organizational structures of organizations of various types;
- acquisition of skills of transformation, creation of image and culture of organizations.

Competencies acquired by the applicant:

1. Ability to apply knowledge in practical situations;
2. Knowledge and understanding of the subject area and understanding of professional activities;
3. Ability to learn and master modern knowledge;
4. Ability to identify and describe the characteristics of the organization.
5. Ability to analyze the results of the organization's activities, compare them with the factors of influence of the external and internal environment.

6. Ability to determine the prospects for the development of the organization.
7. Ability to identify functional areas of the organization and the links between them.

Learning outcomes in accordance with the educational program:

1. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
2. Describe the content of functional areas of the organization.
3. Demonstrate organizational design skills.
4. Apply management methods to ensure the effectiveness of the organization.

Thematic plan

№. of topics	Titles of topics of lectures, practical works, independent work	Number of hours	
		ocular	corres ponde nce
1	Lec. – Methodological principles of organization theory	2	2
	PW –	-	-
	IV – Laws of development (dynamics) of the organization	12	12
2	Lec. – Main organizational theories and models	4	2
	PW – Analysis of the main organizational theories of organization	2	2
	IV – Modern organizational paradigm: essence, meaning, content, practical orientation.	12	12
3	Lec. – Organization as a system	4	2
	PW – Definition of elements of the organization system	2	2
	IV – Typology of organizations	12	12
4	Lec. – Organization as a society	4	-
	PW – Study of the manifestation of laws and principles of organization	2	-
	IV – Regulation mechanisms (regulators) in social systems	12	12
5	Lec. – Organizational process	2	-
	PW – Evaluation of the effectiveness of the organizational management structure.	2	-
	IV – Optimization of management	12	12
6	Lec. – Self-organization	4	2
	PW – Defining the boundaries of the stages of the life cycle of the organization	2	2
	IV – Natural-scientific principles of synergy	12	12
7	Lec. – External and internal environment of the organization	4	2
	PW – Analysis of factors of internal and external environment of the enterprise	2	-
	IV – Interrelation of factors of external and internal environment of the organization.	10	20
8	Lec. – Organizational design	4	2
	PW – Determining the level of contradictions in communications in the organization	2	-
	IV – Approaches to assessing the effectiveness of	10	20

	organizational forms of management		
9	Lec. – Culture of the organization	4	-
	PW – Determining the type of organizational culture	2	-
	IW – Modern Ukrainian organizational culture: sources and main content	10	20
Total	Lec.	32	12
	PW	16	6
	IW	72	102

Individual educational and research task (if available):

Methods of teaching:

1) verbal:

1.1 traditional: lectures, explanations, storytelling, etc;

1.2 interactive (non-traditional): problem lectures, discussions, etc;

2) visual: method of illustrations, method of demonstrations

3) practical:

3.1 traditional: practical classes, seminars;

3.2 interactive (non-traditional): business and role-playing games, trainings, seminars-discussions, "round table", brainstorming method.

Assessment system and requirements:

Current academic performance

1 The current performance of applicants for the performance of educational activities in the classroom and for the performance of independent work is assessed using a four-point grading scale with the subsequent conversion to a 100-point scale. During the assessment of current progress, all types of work provided by the curriculum are taken into account.

1.1 Lectures are evaluated by determining the quality of specific tasks.

1.2 Practical classes are evaluated by the quality of the control or individual task, performance and design of practical work.

1.3 Laboratory classes are evaluated by the quality of laboratory reports.

1.4 Seminars are assessed by the quality of individual assignments / essays.

2 Evaluation of the current progress of higher education students is carried out at each practical lesson (laboratory or seminar) on a four-point scale ("5", "4", "C", "2") and recorded in the academic record.

- "excellent": the applicant has flawlessly mastered the theoretical material, demonstrates deep knowledge of the relevant topic or discipline, the main provisions;

- "good": the applicant has mastered the theoretical material well, has the main aspects of the primary sources and recommended literature, argumentatively presents it; has practical skills, expresses his thoughts on certain problems, but makes certain inaccuracies and errors in the logic of the presentation of theoretical content or in the analysis of practical content;

- "satisfactory": the applicant has basically mastered the theoretical knowledge of the subject or discipline, is oriented in the primary sources and recommended literature, but unconvincingly answers, confuses concepts, hesitates to answer additional questions, does not have stable knowledge; answering questions of a practical nature, shows inaccuracy in knowledge, is unable to evaluate facts and phenomena, to relate them to the future profession;

- "unsatisfactory": the applicant has not mastered the educational material of the topic (discipline), does not know scientific facts, definitions, is almost not oriented in primary sources and recommended literature, there is no scientific thinking, practical skills are not

formed.

3 The final score for the current activity is recognized as the arithmetic mean of points for each lesson, for individual work, current control works according to the formula:

$$K^{cur} = \frac{K1+K2+\dots+Kn}{n},$$

where K^{cur} – final assessment of success based on the results of current control;

$K1, K2, \dots, Kn$ – assessment of the success of the current control measure;

n – number of current control measures.

The scores are converted into points according to the conversion scale (Table 1).

Table 1 – Conversion of the average score for the current activity into a multi-point scale

4-point scale	100- point scale	4- point scale	100- point scale	4- point scale	100- point scale	4- point scale	100- point scale
5	100	4,45	89	3,90	78	3,35	67
4,95	99	4,4	88	3,85	77	3,3	66
4,9	98	4,35	87	3,80	76	3,25	65
4,85	97	4,3	86	3,75	75	3,2	64
4,8	96	4,25	85	3,7	74	3,15	63
4,75	95	4,20	84	3,65	73	3,1	62
4,7	94	4,15	83	3,60	72	3,05	61
4,65	93	4,10	82	3,55	71	3	60
4,6	92	4,05	81	3,5	70	from 1,78 to 2,99	
						retaking	
4,55	91	4,00	80	3,45	69	from 0 to 1,77	from 0 to 34
4,5	90	3,95	79	3,4	68	repeated study	

Final evaluation

1 A higher education student receives a credit at the last class of the discipline based on the results of the current assessment. The average grade for the current activity is converted into points on a 100-point scale, according to the conversion table (Table 1).

Applicants for higher education who have an average current grade in the discipline below "3" (60 points), in the last class can increase their current score by passing tests in the discipline.

Assessment of students' knowledge by testing is carried out on a scale:

- "Excellent": at least 90% of correct answers;
- "Very good": from 82% to 89% of correct answers;
- "Good": from 74% to 81% of correct answers;
- "Satisfactory": from 67% to 73% of correct answers;
- "Satisfactory enough": from 60% to 66% of correct answers;
- "Unsatisfactory": less than 60% of correct answers.

2 The condition for receiving credit is:

- working out of all missed classes;
- the average current grade in the discipline is not lower than "3" (60 points).

3 Additional points are awarded for individual independent work and participation in scientific events.

3.1 Additional points are added to the sum of points scored by the applicant for higher education for current educational activities (for disciplines, the final form of control for which is a test), or to the final grade in the discipline, the final form of control for which is an exam.

3.2 The number of additional points awarded for different types of individual tasks depends on their volume and significance:

- prizes in the discipline at the international / all-Ukrainian competition of scientific student works - 20 points;
- prize places in the discipline at the All-Ukrainian Olympiads - 20 points;
- participation in the international / all-Ukrainian competition of scientific student works - 15 points
- participation in international / all-Ukrainian scientific conferences of students and young scientists - 12 points;
- participation in all-Ukrainian Olympiads in the discipline - 10 points
- participation in Olympiads and scientific conferences of KNADU in the discipline - 5 points;
- performance of individual research (educational and research) tasks of increased complexity - 5 points.

3.3 The number of additional points may not exceed 20 points.

4 The learning outcome is evaluated (select the required):

- on a two-point scale (passed/not passed) according to Table 2;
- on a 100-point scale (for differentiated credit) according to Table 3.

The final score together with additional points may not exceed 100 points.

Table 2 - Scale of points conversion to the national evaluation system

On a 100-point scale	On the national scale
from 60 points to 100 points	credited
less than 60 points	unaccredited

Table 3 – Scale for assessing the knowledge of applicants based on the results of the final control of the discipline

Assessment in points	Assessment on the national scale		Evaluation on the ECTS scale	
	examination	offset	Assessment	Criteria
90-100	Відмінно	Credited	A	The theoretical content of the course is mastered completely, without gaps, the necessary practical skills of working with the mastered material are formed, all the training tasks provided by the training program are completed, the quality of their implementation is estimated by the number of points close to the maximum

80–89	Добре	Credited	B	The theoretical content of the course is mastered completely, without gaps, the necessary practical skills of working with the mastered material are basically formed, all the training tasks provided by the training program are completed, the quality of most of them is estimated by the number of points close to the maximum
75-79			C	The theoretical content of the course is fully mastered, without gaps, some practical skills of working with the mastered material are insufficiently formed, all the training tasks provided by the curriculum are completed, the quality of any of them is not assessed by the minimum number of points, some types of tasks are performed with errors
67-74	Satisfactory		D	The theoretical content of the course is partially mastered, but the gaps are not significant, the necessary practical skills of working with the mastered material are basically formed, most of the training tasks provided by the curriculum are completed, some of the completed tasks may contain errors
60–66			E	The theoretical content of the course is partially mastered, some practical skills have not been formed, many of the training tasks provided by the curriculum have not been completed, or the quality of some of them is estimated by the number of points close to the minimum.
35–59	Unsatisfactory	Not credited	FX	The theoretical content of the course is partially mastered, the necessary practical skills have not been formed, most of the learning tasks provided by the curriculum have not been completed, or the quality of their implementation is estimated by the number of points close to the minimum; with additional independent work on the course material, it is possible to improve the quality of learning tasks (with the possibility of repeating)

0–34	Unacceptable		F	The theoretical content of the course has not been mastered, the necessary practical skills have not been formed, all completed training tasks contain gross errors, additional independent work on the course material will not lead to any significant improvement in the quality of training tasks (with a mandatory repeated course)
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Course policy:

- the course involves teamwork, the environment in the classroom is friendly, creative, open to constructive criticism;
- mastering the discipline involves mandatory attendance of lectures and practical classes, as well as independent work;
- independent work involves the study of individual topics of the discipline, which are submitted in accordance with the program for independent study, or were considered briefly;
- all tasks provided by the program must be completed on time;
- if the applicant for higher education is absent from classes for a valid reason, he presents the completed tasks during independent preparation and consultation of the teacher;
- the course work must be defended no later than one week before the start of the examination session (indicated if available);
- while studying the course, higher education students must adhere to the rules of academic integrity set out in the following documents: "Rules of academic integrity of participants in the educational process of KhNADU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_dobroch_1.pdf) "Academic integrity. Checking the text of academic, scientific and qualification works for plagiarism" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_85_1_01.pdf), "Moral and ethical code of participants of the educational process of KhNADU" (https://www.khadi.kharkov.ua/fileadmin/P_Standart/pologeniya/stvnz_67_01_MEK_1.pdf).
- in case of detection of the fact of plagiarism, the applicant receives 0 points for the task and must repeat the tasks provided in the silabus;
- cheating during tests and exams is prohibited (including using mobile devices). Mobile devices are allowed to be used only during online testing.

Recommended reading: (literature not older than 10 years, except for 1 fundamental classic textbook or monograph)

1. Mary Jo Hatch. Organization Theory: Modern, Symbolic, and Postmodern Perspectives 4th Edition. Oxford University Press, 2018. 440 p.
2. Richard L. Daft Organization Theory & Design. Cengage Learning; 13th edition, 2020. 688 p.
3. Jeffrey A. Miles. Management and Organization Theory : A Jossey-Bass Reader, 2012. 450 p.
4. Julie Hodges. Consultancy, Organizational Development and Change : Kogan Page, 2017. 587 p.
5. Tomas Müllern, Alexander Styhre. Organization Theory: A Practice Based Approach : OUP Oxford, 2011. 295 p.

Additional sources:

1. distance course:
<https://dl2022.khadi-kh.com/course/view.php?id=2965>
2. Development of method for selected financing of scientific and educational institutions through targeted capital investment in the development of innovative technologies / Levchenko I, Dmytriieva O., Shevchenko I., Britchenko I., Kruhlov V., Avanesova N., Kudriavtseva O., Solodovnik O. *Eastern-European Journal of Enterprise Technologies*. Vol. 3 №13 (111). (2021): Transfer of technologies: industry, energy, nanotechnology. DOI: <https://doi.org/10.15587/1729-4061.2021.235930> (Scopus)
3. Electronic library. URL: <http://lib.meta.ua/>

Developer (developers)
syllabus of the discipline



signature

Kudriavtseva O.V.

Head of the department



signature

Krivoruchko O.M.